



CENTRAL ASIAN JOURNAL OF THEORETICAL AND APPLIED SCIENCES

Volume: 04 Issue: 07 | Jul 2023 ISSN: 2660-5317
<https://cajotas.centralasianstudies.org>

Management of Professional Promotion of Employees in Organizations

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Received 4th May 2023, Accepted 6th Jun 2023, Online 27th Jul 2023

Abstract: *this article describes the theoretical and methodological foundations of the personnel management system. The role of personnel in the human resource management system is explained. Areas of personnel management improvement have been researched. In addition, the models of personnel selection and formation were analyzed.*

Keywords: *personnel management, personnel management system, human resources, basic characteristics of a person, technological system of personnel management, formation of personnel training culture.*

A characteristic feature of modern development and its near future perspective is that personal qualities of a person are increasingly becoming a necessary factor in economic growth. this trend is manifested both in economically developed countries and in countries with recent market reforms. There is a long-term relationship between economic growth and human development. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.¹

The role and importance of the human factor in economic development is considered important for most of the advanced countries of the world, as well as for countries undergoing market reforms. In recent years, the use of new methods of human resources management has been officially recognized at the international level as a special management model that ensures the successful implementation of the potential economic effect of the resources involved in production. the human resources of the organization began to be recognized as one of the most important factors of effective economic activity.

Theories of personnel management represent a system of knowledge about the importance of the human factor in the organization, which is an integrated socio-economic system. As a result of the long-term development of ideas about the human factor as a subject of economic life, such concepts as labor force, labor resources, labor potential, human factor, personnel and human resources have appeared. There are a

¹ Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

number of factors that have influenced the evolution of theoretical approaches to organizational personnel (Table 1). When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.²

The most modern form of understanding the place of a person in an organization is the recognition of person x as the object of the most effective investments and the subject who transforms these investments into a set of knowledge and skills. This is related to the formation of the view of personnel as the most valuable and effective human resources for the organization. Specialists say that personnel management activity is a targeted influence on the human component of the organization aimed at adapting the personnel capabilities to the goals, strategy, and development conditions of the organization .

Table 1. Man as a subject of economic life the development of imagination³

Category	Period of active use in science	The idea of a person	Exposure factors
Labor force	XIX a. - until now	as a possessor of abilities and traits that can be used in the labor process	The need to determine and take into account the personal qualities of production
Labor resources	XX a. 20 years - until now	A person is a passive object of external management, as a plan-calculation unit	The need to measure the indicators of the labor force reproduction process in the conditions of centralized management of the economy
The human factor	XX a. of 70-80 years – until now	Man as a subject with his own needs and interests in the field of work	The need to effectively use the capabilities of the personal factor
Personnel	XX a. Late 80s and early 90s – until now	Man is the main driving force of collective development , a means of increasing its efficiency	Social and political factors, the need to increase the effectiveness of the personal factor
Human resources	XX a. the beginnings of - until now	Man is the object of the most effective investments and the subject that transforms them into a sum of knowledge and skills.	Recognizing the instrumental value of a person and the productive nature of investments

People management, which is considered one of the most important components of management, is usually based on the concept of personnel management - generalized ideas about the role of a person in an organization. In general, theories of personnel management have developed together with different schools of management, because the role of a person in an organization has changed significantly. theories of personnel management were also formed and developed based on the change of a person's position in the organization, including in production. As the main task of management in organizations, people management is always based on a set of basic theoretical and practical knowledge. Based on this, a comprehensive system of human management is created. According to experts in the field of personnel management, the increase in the importance of personnel and the change in the attitude towards it also

² Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

³ Abdurakhmanova K.Kh. Sotsialno-laborovye atnoshenia i sotsialnaya zashchita naseleniya v usloviyax rynochnyx reform. Izd-vo REU im. G.V. Plekhanova. - T.: 2005. - p. 7.

depend on the changes in production. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.⁴

The scientific and technical progress of the last decade has brought about huge changes in labor activity. Traditional technology is being replaced by computer technology, modern means of communication, flexible production complexes based on bio and laser technology, robots, and so on. Their introduction has an effect on reducing the number of personnel. The share of supervisors, managers, and highly qualified workers among all employees is increasing, and the value of the capital mobilized by one worker is increasing. Increasing authority in the workplace, control of the production process by one person (with consequences for motivation and personnel management) is the main feature of the current period. The nature of work is also changing. The importance of physical management skills in work objects and tools is decreasing, and the importance of conceptual skills is increasing: being able to imagine complex processes in a computer system, being able to use a computer, and understanding statistical data.

The increase in the importance of personnel and its obligations, as well as effective communication between its members in the achievement of the organization's final goals, has recently led to the use of the phrase human resources instead of the phrase "personnel" in the scientific literature. However, there is still no clear distinction between the terms personnel management and human resource management in the scientific literature. But in contrast to personnel management, human resources management can be said to be related to the short-term perspective to the long-term perspective, from the bureaucratic system to the organic system, from the minimization of the labor value to the maximum use of labor. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁵

In this regard, in countries where market reforms are being implemented, including Uzbekistan, in the long-term perspective, organizations pay more and more attention to increasing the efficiency of using human resources as the main business strategy. Summarizing all points, the following definition can be given to the concept of "personnel management". On the one hand, personnel management is a science that studies various factors that enable maximum effective use of the existing human resources of the organization and the formation of the desired production trend in its processes in order to fully and qualitatively achieve organizational and personal goals. On the other hand, according to some authors, personnel management means the practical activity of leading people in the organization. We fully agree with the opinion that management influencing the production activity of people united in working groups, labor teams and other socio-economic systems is accepted as personnel management in modern management. In this case, the organization's human resource management system consists of a complex interaction mechanism of managers of various production links in the process of conducting economic activities together with people of different categories. The main object of the human resource management system is specific people, its members of the organization. In this approach, specialists in the field of human resources management become important participants in the organization's management process and participate in the implementation of strategic tasks and goals of the organization along with the heads of financial and production departments.

⁴ Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 5-12.

⁵ Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

Thus, in conclusion, summarizing the opinions and opinions of our foreign and local scientists about the human resources management system, it is possible to highlight two main characteristics of the modern human resources management system. Firstly, the importance of the modern system of human resources management in organizations is the recognition of the growing position of the human factor, and secondly, the human resources management system is an integral part of the organization's management system.

It is the main factor of the personnel management system, and considering all the features of this factor requires not only the use of a scientific approach, but also the art of using it in specific situations. Each employee has his own character, values, work motivation. Therefore, management is aimed at combining science and art into a single process that requires not only the constant replenishment of scientific knowledge, but also the development of personal qualities of managers, their ability to gather new knowledge and use it in practice. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.⁶

In order for the people working in the organization to direct their efforts to achieve the goals of the organization, managers should be in constant contact with them, create conditions for the full manifestation of the potential of employees. Here, the concept and essence of management changes in accordance with the development of society, acquires new features. The position of management and the attitude towards it will change significantly. The most important indicator of the formation of the management system is the field in which the system is being formed. Historically, several areas have been separated, and the principles of management in them differ significantly from each other, despite the commonality noted earlier. In foreign literature, personnel management is called personnel management, as well as the term personnel management. According to a number of scientists, the main task of personnel management is the development and implementation of personnel policy, which should be done at all levels of management - top management, heads of departments, personnel service. Thus, personnel management is one of the leading areas of modern management. In this case, the most important thing in management is to be able to work with people, to make them interested in the constant and continuous growth of the economic results of the organization. Personnel management considers the problem of managing people, the result of which is the economic results of their activities over time. In turn, personnel management is aimed at solving the tasks of personnel policy of organizations. However, the essence of personnel management includes not only the development and implementation of personnel policy, but also the practical issues of personnel quantity and quality, which must be solved by personnel services of organizations. The essence of personnel management is that people are considered as a competitive asset that must be used and developed together with other resources to achieve the strategic goals of organizations. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.⁷

⁶ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

⁷ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

The main goals of personnel management are the provision of personnel, their effective use, organization of personnel and social development.

Personnel management according to these goals:

- integrates personnel management with the general management system of the organization, connects it with strategic plans such as production development, sales;
- includes a system of program activities on employment regulation, workplace planning, personnel selection, placement and organization of training;
- x steps provide detailed consideration of individual and personnel qualities;

centralizes labor management in the hands of one of the leaders (personnel manager), and also implements measures to improve the personnel work mechanism .

The main principles of personnel management are as follows:

- comprehensiveness and consideration of all areas of personnel issues;
- systematicity, that is, taking into account the interdependence and interconnectedness of individual parts of the personnel policy, including taking into account both economic and social results; efficiency, that is, any x costs incurred for activities in this area should be covered by the results of x activity. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.⁸

Modern personnel management is a new system of personnel work, which:

- integrates personnel management with the company's general management system, connects it with strategic plans such as production development, sales;
- includes a system of program activities on employment regulation, workplace planning, personnel selection, placement and organization of training; provides detailed consideration of individual and professional qualities of employees;
- centralizes labor management in the hands of one of the leaders (personnel manager), as well as implements measures to improve the mechanism of personnel work.

In the current conditions, the results of the activities of many organizations and their experience of working with personnel show that ensuring the high quality of personnel potential is one of the decisive factors in production efficiency and organizational competitiveness. In addition, the successful management of human resources at present is primarily based on the consideration and analysis of the impact of the external environment, adaptation of production to external influences. On the basis of this, the expansion and deepening of personnel management functions, its transformation into an integrated system is taking place. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems

⁸ Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.⁹

In turn, personnel management is one of the most important components of the personnel management system. Taking into account that one of the main functions of personnel management is the development and implementation of personnel policy, we will consider the main issues of the essence, content and main directions of the organization's personnel policy step by step. In modern conditions, the complete connection of personnel policy with the general concept of organizational development is one of its most important features.

This policy aims to take into account:

- long-term insurance of organizations;
- maintaining its independence;
- receiving proportional dividends;
- continuous necessary growth of the organization;
- ensuring growth with own funds;
- maintenance of financial stability;
- consolidation of the achieved profit.

As part of the overall development concept of the organization, its three most important parts are distinguished:

- the concept of production related to a x borot, such as consumer demand, the state of the market, its development trends;
- a financial and economic concept that takes into account the main aspects of monetary resources;
- a social concept related to human development and satisfaction.

The implementation of modern personnel policy implies the reconstruction of the organization's personnel management service . These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.¹⁰

personnel management is not only to provide the organization with personnel, but also to use them effectively, and their professional and social development. **Accordingly, the following main directions of the personnel policy of the organization are being formed:**

- implementation of marketing activities in the field of personnel;
- planning the organization's personnel needs;
- perspective on the creation of new jobs, taking into account the introduction of new technologies ;
- organization of recruitment, selection, evaluation and certification of personnel, professional guidance and adaptation of personnel to work;
- recruitment and placement of personnel;

⁹ Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

¹⁰ Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

- development of incentive and motivational mechanisms of interest and satisfaction in work , payment systems for work;
 - rationalization of expenses for personnel of the organization ;
 - development of personnel development programs in order to solve today's and future tasks of the organization based on training, promotion of x service positions of x people , and improvement of reserve training systems for leadership;
 - organization of work and jobs;
 - development of employment programs and other social programs;
- effective distribution and use of x employees employed in the organization , optimization of their number;
- use of news in personnel work;
 - ensuring safety and health protection of personnel;
 - to analyze the reasons for dismissal of personnel and to choose the most appropriate options;
 - ensuring high quality of work, working life and work results;
 - development of projects to improve the organization's personnel management, assess its social and economic efficiency.

The main directions of the organization's personnel policy are developed on the basis of the personnel management strategy. **The main directions of personnel policy are considered here:**

1. Direction of personnel management of the organization.
2. Guidelines for personnel selection and placement.
3. Formation and preparation of reserves for leadership positions.
4. Personnel evaluation and certification.
5. Personnel development.
6. Remuneration and promotion of personnel. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹¹

For each of these directions, the principles of their implementation and the nature of the activities for their implementation are given x characteristics. As a result, a modern approach to organizing work with personnel is formed. Human resource management in the organization depends on the composition of the workforce, the number of departments, the number of employees , the market position of the organization, the description of the activity, as well as many other socio-labor and financial-economic factors.

In recent years, in countries implementing market reforms, the availability of qualified personnel, their level of motivation, organizational forms, and other factors that enable the effective use of personnel have become the main factors that ensure the economic success of organizations. **Some scientists, specialists in human resource management - highlight the following main functions of systematic human resource management:**

¹¹ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

- assessment of labor, labor organization and personnel potential, analysis of problems;
- selection and hiring of personnel, formation of teams;
- direct management of labor processes;
- assessment of task performance, financial incentives, promotion and transfer of personnel;
- planning of service career, provision of opportunity for qualification improvement;
- improvement of the organization and management of labor processes, development of alternative options for rewarding and performing work;
- perspective of changes in the labor sector, implementation of personnel retraining programs if necessary, quality changes in the labor management system.

The above-mentioned human resource management functions are the basis for the formation of new personnel policies in organizations and the introduction of modern forms and methods of personnel management. **Researchers are trying to justify the effectiveness of human resource theory by reviewing the following case descriptions:**

- use of economic indicators in determining the approach to everyone in production and management;
- by increasing the individual powers of the personnel, to expand their opportunities to influence the results of the company's activities ;
- increasing the level of responsibility;
- understanding the limited resources of a certain category of staff (highly qualified managers , managers, workers);
- competition for human resources. Taking into account all of the above, we emphasize that these components must be integrated into a single system in order for human resources management to be effective. Thus, comprehensiveness is the main condition of the personnel management system, including the effectiveness of personnel management. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.¹²

The analysis of existing scientific literature and their generalization allowed us to distinguish the following main elements affecting the effectiveness of personnel policy:

- taking into account personnel, planning it, forecasting the need for personnel and determining the sources of its satisfaction;
- selection and recruitment of personnel;
- adaptation and professional guidance; x professional career planning and personnel development;
- professional education and skill improvement;
- motivating and encouraging the work of personnel;

¹² Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

- evaluation of labor activity results and certification of x steps;
- prevention and prevention of controversial situations in the organization.

The need for personnel should be connected with the development prospects of the organization, because the process of attracting qualified x people is long-term. It is related to training, retraining, investments, internal and external labor market analysis. It is necessary that the organization's own employees have an advantage, and the foreign market should be turned to in the worst case.

Using internal reserves, the management of the organization creates a sense of gratitude by showing x people that their development, growth in x service is on the agenda, trying to meet the need for growth. This will be a strong incentive for effective use of human resources. Also, it is important to note that the entire system of personnel accounting and planning, as the main element of the personnel policy, implies the analysis of the nature of personnel work. This is a special direction of activity, providing a scientific-methodical basis for the implementation of all other elements of the human resources management system, and allows the creation of a system of requirements of the workplace based on the x person.

The next element is the selection and recruitment of personnel. Here, the human resources plan is compared with the number of personnel working in the organization, and the vacancies that need to be filled are determined. If such positions are available, the recruitment process will begin. This process is essentially a candidate selection process.

Also, the selection process involves the development and implementation of programs for admission tests and probationary period tests based on scientifically based requirements. The use of special methods provides an opportunity to determine characteristics such as social competence, the ability to cooperate, the ability to persuade and lead, the ability to control oneself, the ability to express one's opinions .

Management of personnel of the military educational institution.

One of the main features of state policy is the formation of an independent thinking person who is able to carry out effective activities in peace and military conditions. In the future, in his multi-functional, personnel activity, the officer should combine, first of all, a qualified specialist, and secondly, management characteristics and leadership qualities. Also, in the future, it is necessary that he not only becomes an expert in a certain field of military-personnel activity, but also develops pedagogical skills and embodies the secrets of personnel management. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.¹³

Of course, in addition to certain knowledge and personnel skills, the future officer should have a deep understanding of the military tradition and value system oriented to personnel management. This is especially important for Uzbekistan, because in the current transition period new views of the military-political system are emerging in neighboring countries, many military traditions and military lines are weakening or weakening, and new dangerous trends are emerging. when it came, the general cultural crisis was manifested in the formation of ideas against humanism. Therefore, our country interprets the influence of military traditions in internal education as a factor in shaping the personal qualities of students and cadets of military educational institutions responsible for the fate of the Motherland.

From this point of view, the management culture is considered as a characteristic of the final results of pedagogical and management activities and the high results of the forms of educational work organization. There are two approaches in the literature directly related to management :

¹³ Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

The well-known, very widespread concept of "education" as a means of forming an intellectual personality;

The term "training" includes the understanding of military processes and the conscious understanding of systematized knowledge and the acquisition of appropriate methods of practical military operations.

In general, according to the accepted regulatory documents, "management" means a specially organized form of interaction between the manager and the managed, which naturally arose in the evolutionary process. The concept of "military environment" is described as a life process covered by the main content of actions in military activities. Specific conditions, integrity, specific and functional orientation of the military environment are determined by the concept of "sphere" - that is, "layer specific to the military environment". The concept of "scope of military activity" reveals the content of the object's actions, connects it with external and internal conditions, and gives a description of the activity of how its military life is organized in these conditions.

Management of personnel of a military educational institution covers the vital activities of military personnel engaged in the educational process and, first of all, teachers and students. It includes not only the management of training (training) of trainees and cadets, but also other vital forms of their military service. In this sense, the learning environment is defined by the understanding of the field in a certain sense, which has more influence on management and is managed by the management. Considering the pedagogical personnel of the military educational institution and the quality of the educational process as an object of regulation includes the analysis of the components of the environment at the same time, which at the same time determines the new quality of military education, at the same time including coordination of its management.

The psychological-pedagogical foundations of studying the problems of interaction between teachers and cadets began in the practice of personnel management, and in its development, a number of changes took place with changes in the military-political and economic systems. Thus, for example, in the late 19th and early 20th centuries, the main management factor was the financial incentive, along with deep control over the training of employees, labor organization, and the security system. Since the 1960s, the doctrine of personnel management has changed, the focus is on human relations, and the problem of moral motivation has arisen. At the current stage of development of the process of personnel management in a military educational institution, the issues of personnel selection and deployment, psychological and pedagogical activities and their creative self-sufficiency deserve special attention. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.¹⁴

The model of management of personnel of a military educational institution is based on the rational management of pedagogical resources and has an effective dual focus. The creation of such a model should combine the efforts of teachers, psychologists, teachers, commanders involved in the implementation of the educational process. One of the final results is the formation of a military group of psychologically and pedagogically trained specialists of the information protection service. The second result is the highly qualified training of future specialists and providing them with effective jobs at the end of the military education process.

¹⁴ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

The analysis of the documents related to the ongoing management activities showed that the process of improving the skills of the heads of military educational institutions should always be organized step by step and regularly. In this field, the military leaders should create ample conditions for the formation of officer personnel as the personnel owner of their profession. At the same time, the existing system should pay attention to the purposeful development of administrative management culture. Only in recent years, classes on managerial labor aesthetics have appeared in the training system for managers. Such a direction is courses such as "Management activity of the head of an educational institution", which is aimed at strengthening the interest in this issue in terms of personnel and personal importance, as well as their need for self-improvement. The main directions are the essence of management culture, the role of yuetakchi in personnel military activities, as well as the creation of pedagogical conditions for the effective management of employees of a military educational institution, including the development of relations between teachers and students, professor -gaining experience in training teachers, in practice, is to observe the basic rules of culture.

The technological system of personnel management of a military educational institution includes the following elements: control of the quality of training according to the components of management culture, professional skills, service areas, and state educational standards.

Regular work on the formation of the culture of personnel training in a military higher education institution, the forms of teacher training, the reflection of relations will allow to increase the level of management activities of this category, help to improve their professional, managerial and pedagogical skills and personal qualities. will give. The organization of the management process can be done on the basis of modeling special situations that require management decisions, taking into account various aspects of the culture of the activity to be carried out.

In the organization of personnel management, the processes of selecting, training, placing, using and improving the skills of workers in production are different. Selection of management personnel is understood as the process of studying workers in order to determine their suitability to successfully perform management functions in certain positions.

Placement of management personnel consists of the appropriate distribution of existing workers across structural units in accordance with the requirements of the management team, which is manifested as a single integrated system. Nominating a candidate implies the selection and inclusion of workers in the reserve of managerial personnel, as well as the necessary training in the reserve.

Currently, there are three main mechanisms for the selection, nomination and placement of managerial personnel:

- free choice;
- meeting official criteria;
- selection.

Free selection is an independent activity of searching for candidates for vacant management positions of the personnel department in the organization. Disadvantages of free selection include the limited number of candidates , the randomness of promotions , and the difficulty of complying with uniform requirements for the entire apparatus.

The mechanisms of meeting *the official criteria* are implemented in accordance with the following - for example, the nomenclature of managerial and specialist positions, professional-qualification models of workers, general qualification descriptions of subordinate positions . The disadvantage of this mechanism

is that it is almost impossible to determine a complete and accurate list of the necessary requirements for the relevant worker.

Selection is based on the principle of competition in the selection of candidates to work in the management apparatus. The advantage of this mechanism is transparency, which creates the necessary conditions for control over the conduct of personnel policy, as well as giving the opportunity to the general public to participate in the competition. One of the forms of replacement of positions, which is close to the mechanism under consideration, but considered separately, is the filling of the administrative apparatus through elections.

The selection, nomination and placement of the above-mentioned managerial personnel can be expressed in the form of existing models for the formation of personnel potential, namely the *"benchmark" model*, the *"comrade" model* and the *"representative" model*.

Benchmark model or "applicant-recommender" model represents the method of selecting managerial personnel based on the use of some standard (for example, the qualification requirement or the best specific representative of the relevant job groups). For the creation of this model and its successful implementation, it is important to develop professional charts of various management positions, that is, it shows a specific professional-qualification model for the required workers.

of managers and assistants are developed to standardize, rationalize and regulate the general requirements and job duties of different categories of workers in the management apparatus. Based on this model, contingents are professionally selected to replace vacant positions of managers and assistants, functional relationships are established between management workers during the performance of service tasks, managers and assistants are certified, and the work of the management is given a current assessment.

On the basis of the professional-qualification model, educational programs and training plans for managers and supervisors are formed. This model consists of two main sections: general requirements; functional rights and obligations of the worker.

The professional-qualification model is developed for all positions of the management apparatus together with the standardization departments of personnel and social development services and formalized in the form of an organizational standard approved by the head.

Thus, the essence of the considered model is that the personnel selection body finds the required number of applicants (a person who is not worse than the standard) from among the candidates using the benchmark and forms the appropriate management personnel group based on it.

There may be another option: from the active management staff, the most suitable employee ("recommender") is identified, and from the total number of candidates, "applicants" are identified, and then they are compared with each other. If the "applicant" does no worse than the "recommender", he is included in the control group. This model of formation of the management apparatus (or elite groups, according to the theory of organization) can cause both the creation of highly productive management groups and their decline, according to the rule of replacement of workers from the elite.

Let's consider these two modes of building the benchmark model: the worst workers leave first mode and the best workers leave first mode. If the best workers who fit the standard have been working in elite groups for a long time, this will serve to "bracket" the worst and purge the group of them. If the best people leave first, the elite groups will soon fill up with the worst workers, because the first workers will not be there as "recommenders" and the "claimants" will be left behind, compared to (un)employed workers.

As a result, such a system cannot produce the leaders it needs, because each new x person appointed to the position will have a benchmark performance that is even slightly lower than the previous x person. Based on this, it is possible to predict: this elite group must decline.

Thus, the advantages of a group with negative feedback (the best workers leave first) and a replenishment mechanism known as "applicant-recommendor" if it deviates from the benchmark during its initial formation 'tib, even if only a small proportion of the worst workers fall into this group, it will undoubtedly get worse. At the same time, groups with positive feedback (worst workers leave first) will always improve. An example of this is sports: the worst athletes from the national team are usually the first to leave the competition.

The "comrade" model of managerial personnel formation is used in cases where the personnel selection body is forced to select applicants on a limited scale, for example, at the level of a single organization or organization. In this case, at each stage of development of the management group (for example, after each regular certification or current evaluation), those who are worse than the remaining workers from its composition are replaced by other workers. In this case, the less employees leave at each stage of the group's development, the more effective the "buddy" model is, that is, it is preferable to release only one worst employee, otherwise, with him, employees who are lower in status than him are fired. should be happy. and conversely, the group that loses a single best worker suffers the most.

The legal basis of the "partner" model of the management apparatus can be provided by the regulatory documents on certification of managers and specialists, and the right to organize independent management of the number and composition of employees. The representational model of the formation of management personnel represents the act of selection from a large number of applicants (for example, in the formation of management personnel in a large association, ministry, local government bodies, etc.). In this case, staffing is not formed in this management group, but is carried out at the expense of common applicants (managers in the network or region), that is, several applicants are selected based on the selection, and the best of them is included in the elite group (will be represented). The fundamental difference between the "representative" model and the "applicant-recommendor" model is that it rejects the comparison of the introduced applicant with x people in the control group. The effectiveness of a group formed and operating due to the representation of claimants is higher than the effectiveness of a group formed through "comrade".

Thus, knowledge and proper application of various management processes in personnel practice will help to increase the efficiency of its activities and select managers from the most suitable candidates. In this case, the introduction of personnel policy tools, such as the selection of leading personnel on the basis of competition, the establishment of a limited period of time for holding one position, the rational use of the management apparatus, ensures a constant flow of new workers.

Emphasizing the necessity of continuous and uniform renewal of personnel in management positions, it should be mentioned separately that such renewal cannot turn into a shortage of personnel. Therefore, the process of updating management x steps should be based on the following principles:

renewal should not be understood as a way to release workers who are diligently fulfilling their obligations;

managers and special assistants to work in other positions;

x people to use management experience gained in their previous workplace in new positions.

Sources of personnel selection.

All organizations to a certain extent need new personnel, accordingly, they solve the task of searching for and selecting candidates who have the necessary knowledge and skills (qualifications), positive personal and work qualities .

The initial situation in the recruitment of personnel is the appearance of vacancies for certain positions and workplaces, such vacancies are due to the resignation of x people, the fact that x people are buried in work, their transfer to another workplace, for example, due to the opening of a new direction in the organization's activity. may occur due to

Different approaches can be used in recruitment. For example:

1. Relying on one's own personnel, moving interested people within the organization who are interested in the organization 's values . The main motivating factor is growth in x izmat;

Attracting personnel of different levels - from ordinary people to managers - from outside the organization. Here, the main motivating factor is the dependence of salary on individual results and qualifications.

Maintaining an optimal balance between permanent x- steps and temporarily involved x- steps. This approach is more suitable for organizations with seasonal work, as well as organizations with an uneven workload or organizations that work on projects.

External (from outside the organization) and internal (within the organization) sources of recruitment are distinguished. Both of them have their advantages and disadvantages.

outsourcing (outsourcing) are the following:

- the relative ease of searching for candidates and the wide range of options for their selection;
- the emergence of new ideas for the development of the organization in newly adopted x steps;
- the ability to fully satisfy the organization's need for personnel;
 - it is believed that the occurrence of conspiracies within the team will reduce x amnesty, because new personnel will gain recognition and reputation more easily;
 - less x expenses for training (compared to x expenses for retraining existing x employees);
 - additional advertising for the organization and its representation as an active employer with a specific hr-brand.

In general, if there are no suitable candidates with the relevant knowledge and skills in the organization, or if a deep and serious restructuring of the work system in the organization is required, it is justified to invite person x from outside.

Disadvantages of outsourcing recruitment include:

- large expenses are spent both on attracting a new employee and on his adaptation ;
- psychological environment due to the emergence of conflicts between new x people and working x people , if x people are more involved from outside - the increase of staff dissatisfaction x excuse;
- it takes a long time to adapt to the corporate culture and management style of the organization, a decrease in labor productivity in a certain workplace, failure of new employees to pass the trial period, etc.

the organization attracting its own employees (internal sourcing) are as follows :

- existence of conditions for planning this process;
- sometimes it is necessary to pay more salary to x people recruited from abroad);
- the opening of growth prospects for x people , which increases job satisfaction and is a motivating factor;
- preservation of the main personnel structure when the staff is reduced;
- good knowledge of the organization's services of applicants ;
- the level of development of the candidates' skills, personal potential and knowledge of x behavior x skills at work (low level of risk);
- reduction of staff dissatisfaction;
- easier adaptation to new conditions and new workplace requirements;
- ensuring transparency of personnel policy;
- possibility of optimization of staff training and professional development programs, etc

While recruiting from within the organization is preferable, it does have its drawbacks, including:

- limited number of candidates for promotion (appointment);
- expenses for retraining ;
- emergence of tension in the team as a result of increased internal competition ;
- the possibility of promoting "necessary people" to a new job;
- decrease in the activity of "those left behind";
- preservation of the general demand for labor force.

Summary

In conclusion, it should be said that the most modern way of understanding the place of a person in the organization is the recognition of the employee as the object of the most effective investments and the subject who transforms these investments into a set of knowledge and skills. This is related to the formation of the view of personnel as the most valuable and effective human resources for the organization. Two main characteristics of the modern human resource management system can be highlighted. Firstly, the importance of the modern system of human resources management in organizations is the recognition of the growing position of the human factor, and secondly, the human resources management system is an integral part of the organization's management system . In turn, personnel management is one of the most important components of the personnel management system. the selection process involves the development and implementation of programs of admission tests and probationary period tests based on scientifically based requirements.

Management of personnel of a military educational institution covers the life activities of military personnel engaged in the educational process and, first of all, teachers and students. It includes not only the management of training (training) of trainees and cadets, but also other vital forms of their military service.

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